



# **LEAN 6-SIGMA TRAINING PROGRAM**

## **PROGRAM SUMMARY**



### **Program Summary:**

The Governor's Office of Business and Economic Development (GO-Biz) and the Government Operations Agency (Gov.Ops) have partnered together to offer LEAN 6-SIGMA training to state agencies to address process-based issues that are causing delays in services to both internal and external stakeholders. Over a 6 month period, the participants will receive training on complex analytical and statistical tools that identify waste and inefficiencies in processes. The training cohort will consist of 24 projects from various state agencies, boards, and departments.

Each project will have an Executive Sponsor, Project Champion and Green Belt Trainee. Upon project finalization and Green Belt selection, the Green Belt candidate will attend 10 day training sessions spread out over several months. Training will provide the candidates with all the tools they need to get started on the project and that later dives deeper into the LEAN 6-Sigma process and provides all of the tools necessary for project completion. Continued one-on-one mentoring will take place until the end of the program, at which point all projects should be completed.

### **Tips for Selecting Champions and Green Belt Candidates:**

The projects are led by Green Belts, coached and mentored by Master Black Belts, and supported by Champions within the organization. Here is a brief description of various key roles that are part of a successful Lean Six Sigma implementation:

- **Green Belts:** The Green Belts are the people in the organization who are selected to lead the Lean Six Sigma projects. Approximately 30% - 60% of their time should be dedicated to the initial project and then to future projects and ongoing continuous improvement activities. There should be a rigorous selection process for the Green Belts based on having demonstrated excellent leadership skills, technical abilities, and enthusiasm for making changes for the better. The Green Belts will be trained in the Lean Six Sigma tools and will be mentored throughout their project by a Master Black Belt. Greenbelt Trainees will require access to a laptop for both the classroom training and the ongoing project work. Green Belts will receive 10 days of training. Green Belt candidates should be technically proficient at the Excel (or equivalent) level.
- **Champions:** These are the management folks within the organization who strongly support the Green Belts and the projects—typically they are the upper management who oversee the processes that are to be improved by the Green Belt projects. The Champions should have the ability and position to remove barriers and communicate the Lean Six Sigma process and results to executives and other managers. Champions receive 1 day of training.

### **Other Essential Participants:**

- **Executive Sponsor:** The Executive Sponsor is a member of the department's executive team who serves as a point of contact for GO-Biz who is able to make decisions regarding their department's training participation. Executive Sponsors along with project Champions and Project Green Belts should routinely share updates with the department's executive team on program progress.
- **Green Belt Team members:** Each project will require a cross-functional team of personnel involved in various aspects of the process—the team will be led by the Green Belt. The team input is critical for determining root causes, creating solutions, and implementing the appropriate controls.